

HMIS Visioning Session

Meeting Notes

Provided by C. M. Perme & Associates, LLC

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I. Introduction

You may have heard about a HMIS Visioning meeting that took place during the first week in February. That meeting focused on creating a strategic guiding vision for future HMIS system improvements. The necessity for a visioning meeting was identified in a recent Minnesota HMIS Assessment Report issued by a team of HUD-funded Technical Assistance (TA) advisors. That Report outlines a full set of recommendations for enhancements to governance, management, database structure, data sharing, data quality and data integration among other improvements to system functionality and user experience. The HUD TA team also recommended the creation of an Interim Planning Team (IPT) to guide the transition period from the current HMIS to a reconfigured and enhanced system. The HMIS IPT is intentionally designed to exist with a temporary (time-limited) tenure during which HMIS Assessment Report recommendations will be considered for implementation.

In this report, you will note that we have identified (1) common themes for a vision of Minnesota's HMIS and (2) guiding principles for the Interim Planning Team and other decision makers to keep in mind as we seek to implement changes to HMIS. In addition, we have (3) prioritized five goal areas within the HMIS TA recommendations and have identified action steps and a timeline for implementing such actions. Please note, these timelines are guides and targets but will likely change as we proceed.

As a result of consensus among participants of the HMIS Visioning meeting and endorsement by the IPT, one of the HMIS Assessment Report recommendations is currently in the process of active implementation. This specific recommendation calls for the reorganization to the HMIS governance structure to enable improved oversight and leadership of the HMIS project and other data integration efforts. The IPT will communicate additional details and updates as they become available. In the meantime, the existing HMIS Governing Group as currently configured continues to be the official body charged with providing leadership and oversight of the Minnesota HMIS project. While an explicit start date for the new HMIS governance structure has not been identified, IPT leadership anticipates the HMIS project will transition to a newly configured governance structure within the next six months.

If you have questions please contact Mike Manhard at 612-204-8322 or Ji-Young Choi at 651-296-9839.

Thank you for your patience throughout this process. The HMIS IPT will provide updates as key decisions are made.

On behalf of the HMIS IPT,

Mike Manhard

II. Framing of the Visioning Session

(by Cathy Perme, facilitator)

One of my favorite reference points is the change formula coined by Richard Beckhard, an organizational development pioneer:

$$D \times V \times F > R$$

“D” = Dissatisfaction with today

“V” = Vision for the future

“F” = First Steps to get there

“R” = Resistance to change

The greater the shared understanding of D, V, and F, the greater the potential for overcoming “R,” or resistance to change. If D, V, or F is low or missing however, resistance will be difficult to overcome.

It is clear that MN HMIS has the D—the dissatisfaction is something that led to CoC efforts to secure technical assistance from HUD. We also have the F—the recommendations provided by the HUD TA team provide clear guidance to steps MN can take to improve our HMIS.

What we currently lack is the V. Where are we hoping to get? How will we know when we’ve successfully gotten to where we hope to go?

The purpose of the Visioning Session is to:

- Create a consensus vision that defines what successful HMIS reform will look like
- Define guiding principles to inform decisions made to improve Minnesota’s HMIS
- Identify priorities and an action plan for moving forward

III. Common Future Agenda

A. Purpose

Provide an effective tool that improves people’s lives and informs community planning and performance.

B. Vision

What a robust and efficient information-rich system will look like when we are done

“What”	Examples of ways to work toward it – “How”
<p>Systems that communicate with each other</p> <ul style="list-style-type: none"> ■ Support coordinated assessment ■ Data is easily accessible between systems 	<p>HMIS helps share information, provide information, etc. with MAXIS and other systems such as Health, Corrections, Education, DEED, Visions, Cap 60, etc.</p>
<p>Easy to use by consumers</p> <ul style="list-style-type: none"> ■ Easily accessible ■ Initial assessment happens once, progressive assessment based on need to know ■ Focus on client choice ■ Technology supports more “self-service” ■ System honors peoples data sharing and privacy rights ■ People see value in participating in system ■ Data is shared within HMIS 	<p>Kiosks</p> <p>Data cards/key cards – with all the information that people need to see what help they are eligible for</p> <p>Smart phone/tablet apps</p> <p>Voice-activated software</p> <p>All information comes up when a person provides name/SSN</p>
<p>Easy to use by providers</p> <ul style="list-style-type: none"> ■ Quick, real-time data entry in field is easy ■ Able to access necessary and real-time data to intervene appropriately and prevent homelessness ■ System is integrated into their work flow and becomes part of their everyday activities ■ Technology facilitates service delivery and reporting requirements ■ Providers use the system as a program management tool ■ Providers see value in participating in the system ■ Data is shared within HMIS <p><i>Goal:</i> Providers have more time to develop relationships with consumers that are being helped</p>	<p>Data cards</p> <p>Smart phone/tablet apps</p> <p>Streamline data requirements, reporting and reporting requirements</p> <p>Technology support and training</p>

"What"	Examples of ways to work toward it – "How"
<p>Assists real-time response to a housing crisis</p> <ul style="list-style-type: none"> ■ Real time data shows where there are appropriate housing openings ■ System helps find temporary and permanent housing and transportation solutions ■ System is statewide and cross-jurisdictional ■ Screens for eligibility for housing and services ■ Resources are flexible and can be combined when needed ■ Helps determine the right service at the right time for the individual/family ■ Forecasts problems, averting homelessness before it happens ■ Data identifies gaps in supply versus demand ■ System matches available prevention resources with needs 	<p>All shelters and outreach are in the data system</p> <p>Clear and accurate definition of homelessness</p> <p><i>Goal:</i> No one is ever homeless in a community beyond a very short period of time. Homeless-ness may be caused by a crisis, but it does not outlive the crisis</p> <p>Document uploads</p> <p>Data sharing with border cities/states</p>
<p>Supports accountability and data-driven decision-making</p> <ul style="list-style-type: none"> ■ Ease of use for reporting and decision-making support ■ Real time data reporting ■ Reports available immediately ■ Clear and consistent data across state ■ Shared outcomes across systems for housing stability ■ Evaluate programs and providers consistently - Apples to apples comparison ■ Reports available by stakeholder need ■ Provides meaningful data ■ Demonstrates what is working and system needs ■ Assists in identifying barriers to housing stability, such as language, criminal history, etc. 	<p>Database is restructured to give CoC's and funders administrative level access</p> <p>"Dashboards" for providers to monitor performance</p> <p>CoC's rewarded for performance</p> <p>Data and information are used to make decisions rather than just respond to crises</p> <p>Clear and consistent data to:</p> <ul style="list-style-type: none"> ● Tell us if the system is working ● Tell the story to enhance public will ● Identify the need for more resources <p>Ensure enough dollars and time</p> <p>Protocols and triggers are in place to identify potential situations that might need intervention, and identify eligibility for different services</p> <p>Funders have access to data to create new housing options when a demand is evident</p> <p>Data provides information for research on recidivism characteristics</p>

IV. How It Would Be Governed

“What”	Examples of ways to work toward it – “How”
<p>The governance system as a whole is:</p> <ul style="list-style-type: none"> ■ High functioning ■ Self-sustaining ■ Quickly responding ■ Well respected ■ All-inclusive ■ Accountable to both its compliance role and the vision ■ Sets policy and makes binding decisions, including designation of contractors and lead 	<ul style="list-style-type: none"> ● System-wide understanding of roles and responsibilities; CoC responsibilities well defined ● Team approach for performance ● Bring in experts as needed
<p>The Governing Board is representative of CoC’s, State, and other funders, as well as providers and consumers</p> <ul style="list-style-type: none"> ■ Includes people from multiple places, coordinators from different counties ■ Decisions made are collaborative and representative of stakeholders 	<ul style="list-style-type: none"> ● Composition and roles well-defined ● Open communication of community expectations ● Create robust systems and ways to engage with stakeholders ● Ensure that the leadership skills needed are represented on the board ● Must have a way of moving people both on and off the board ● Bylaws and structure ● Access to technical resources needed to make decisions
<p>Pursue “intermediary” role</p> <ul style="list-style-type: none"> ■ Takes direction from and implements the vision of the Governing Board ■ Provides the day to day leadership role (like that of an “executive director”) ■ Responsible for knowing HUD regulations and state goals 	<ul style="list-style-type: none"> ● CoC’s select the State of MN as the HMIS Lead agency which in turn contracts with Wilder for system management ● Positioned under state Heading Home
<p>Knowledgeably and Sustainably Funded</p> <ul style="list-style-type: none"> ■ Clear ROI -- funding contributors know what they get for their investment 	<ul style="list-style-type: none"> ● Make sure we can describe our work, tell our story, identify cost savings, and get sustained resources ● Demonstrate improvements made as a result of better data ● Ensure funding is built into the state budget ● Show data that demonstrates the interdependency of stable housing and other systems

V. Guiding Principles

(Values/Design Principles)

- Meet the requirements of funders
- We are compliant with federal, state, and local guidelines
- Client-centered design
 - Ease of access
 - Focus on client choice
 - Responses tailored to a person's situation
 - Has to provide more opportunities and choice for consumers
- The system is designed to be Inclusionary versus exclusionary – don't want to exclude anyone in community
- Willingness to adapt and change
- Commitment to the vision as our "guiding star"
- Data for decision-making and prevention is as important as data for crisis management
- Priority to meet local needs and needs of sub-populations (i.e. Tribal Communities, DV, Vets, etc.)
- Minimize redundancy
- System honors people's data sharing and privacy rights
- All stakeholders see value in the system
- Informed by end-users

VI. Priorities and Action Plan

A. Priority 1: Set up the Governing Board						
<i>1. Assumptions</i>		<ul style="list-style-type: none"> The current Governance Group continues until the new Governance Board is ready to start Need to clarify/identify the development of IPT Keep statutes/regulations at the forefront 				
Key Actions	Lead Person or Committee	Key Milestones				
		Q1	Q2	Q3	Q4	Final
1. Set up charter and by-laws	IPT with help of TA	X				
2. ID roles and responsibilities, skills needed, stakeholders to be represented (Who? What will key make-up be? _	IPT	X	X			
3. Define structural roles of Governance Board, Intermediary, and others	IPT	X	X			
4. Revise MOU's – revised, established + acceptance	CoC's w/ IPT		X	X		
5. Establish process for clear communication	Gov. members	X	X	X		

B. Priority 2: Pursue the Intermediary Role (clarify)

1. <i>Desired Outcome(s) for This Year</i>	<ul style="list-style-type: none"> • Outcome • Outcome 					
Key Actions	Lead Person or Committee	Key Milestones				
		Q1	Q2	Q3	Q4	Final
1. Get examples (of other areas that have done similar intermediary groups) to support our decision	HUD TA team	Within 30 days				
2. IPT to review report and analyze it	IPT or governing board	Within 30-45 days				
3. Explore legal and contractual implications (Need to do inventory of what they take care of)	IPT/governing HUD TA team	90 days				
4. Develop roles of the intermediary	HUD TA team IPT/Governing Board with Wilder input		Within 120 days			
5. Explore options for the intermediary. What are the pros and cons of the groups?	HUD TA team IPT/Governing Board		Within 120 days			
6. Decide on the intermediary. (IPT will make recommendations to the Governing Board. Governing Board will decide yes or no.)	Governing Board		Within 120 days			

C. Priority 3: Improve the Technology

1. <i>Desired Outcome(s) for This Year</i>	<ul style="list-style-type: none"> • <i>Outcome</i> • <i>Outcome</i> 					
Key Actions	Lead Person or Committee	Key Milestones				
		Q1	Q2	Q3	Q4	Final
1. Develop ability to define + create customized, interactive, real-time reports	IPT HUD TA team	Clarify reqts / specifications Explore options, tools, etc.				
2. Potential restructuring of DB, cross-jurisdictional	(impact) HUD TA team	Hire tech consultant(s)*	Identify costs + funding			
3. Develop comprehensive data integration plan	State IT group HUD TA team					
4. Determine the scope of work to facilitate coordinated assess, data sharing, real-time data entry/access	Coordinated assessment subcommittee HUD TA team	System mapping Piloting	Real integration into HMIS begins Availability of modules			
5. Streamline HMIS requirements of funders to create cleaner simpler data	Laura K. Cathy tB					

* Technical consultants to coordinate and lead many of these tech efforts. Will report to IPT or similar. Perform research, etc. Bowman?

D. Priority 4: Develop a Communication and Transition Plan

1. <i>Desired Outcome(s) for This Year</i>	<ul style="list-style-type: none"> • <i>Outcome</i> • <i>Outcome</i> 					
Key Actions	Lead Person or Committee	Key Milestones				
		Q1	Q2	Q3	Q4	Final
1. Create a mechanism to include all stakeholders in communications	IPT and Visioning Session Participants**	Develop a survey on how communication should happen				
2. Maintain by-weekly workgroups as needed (IPT)	IPT					
3. Develop a proposal on who will make decisions and how	IPT and Visioning Session Participants	Develop survey for input IPT decides decision making process				
4. Clarify roles of the current governing group and IPT	IPT, current Governing Group, and Visioning Session participants	IPT and current governing group meet and make recommendations				
5. Identify transition steps	IPT					

** Visioning Session participants – we want broader input than the IPT alone would provide. The IPT will organize and collect info to move things forward, but input from everyone is wanted (input in the form of a survey)

VII. Background Discussion Notes

VIII. Hopes for this Session

A. Introduction

- Each table has a mixture of people from each area
- Ground rules
 - All ideas are valid
 - Listen to each other
 - Acknowledge different views/opinions
 - Observe time frames
 - Stay engaged

B. Hope For's

- Have clear direction by Monday of who is going to do what when
- Structured action plan/aggressive plan/timelines
- Attainable, clear steps
- Stay focused on needs and wants, create a plan
- Identify opportunities and challenges → next steps
- Detailed action plan
- Motivated to move forward with action

- Everything on table, honesty
- Specificity
- Own it
- Establish a common sense of purpose and direction
- Need to have flexibility and be open to possibility
- Engagement, ownership, relevance
- Centralized authority
- Consensus around governing system #1
- Establish common sense of purpose and direction
- Open and honest conversation
- Productive discussion

- Flexible, fluid system adaptable over time
- Clients get appropriate help effectively/quickly
- Efficiency
- Customization capacity
- Improved service

- Making systems work
- Data-informed programming
- Data informed decisions
- Functional reporting

- Data sharing
- True statewide system allows for data sharing accuracy, works for all, actually use data we have
- COC access to HMIS
- HMIS to support strategies that reduce RUI
- Support themes with technology
- Data system that identifies needs and shows what is/is not working
- Informed data practices
- Gain a clear vision of how we can transform HMIS to be able to have local access to the info we need
- Achieve vision of efficient/effective system
- Want an HMIS that can provide real-time data

- Ending homelessness, not building homeless systems
- Consensus around governing system
- A system that works for all of Minnesota
- Voice for tribes
- Understand what the community wants out of HMIS and how local HUD can support it

C. Hope Not's

- Need flexibility, nothing too restricted
- Over-complicated vision
- Complicated and long process
- Endless work groups
- Unclear connections
- Vision with no specifics

- Unnecessary dissent – not everyone is going to agree with every little detail. Stick to the positive, the things people agree on
- Negativity (critique without solution)
- Enduring complaints
- No blame game
- No MN nice

- Avoid getting bogged down/stuck
- Don't keep admiring problems, don't get stuck
- No "weeds"
- No talking about same thing over and over

- Current experience with technology limiting possibilities
- HMIS no longer a "tax"
- System that will not work

IX. Where We Are Today – Panel Discussion

A. Panel Members

- Matt White
 - Clarification on the TA recommendations:
 - How HMIS gov and decision making can be improved
 - Figure out better tools for HMIS
 - Improving HMIS environment for coordinated assessment
 - What HMIS resource needs would be necessary to implement recommendations
 - Figure out next steps
 - Two primary recommendations
 - Reorganizing HMIS governance structure will help improve oversight of projects
 - Continuum of care is critical for moving forward
 - HMIS management structure
 - Reorganization of management of project
 - Primary intermediary that interacts with Wilder and others
 - Reorganizing database itself
 - Will make it easier to get data needed
 - Improved data sharing
 - Need to focus on data quality
 - Real time data entry
 - Accessible to as many users as possible
 - Integration must be a key component
 - There are separate systems that need to tie together and integrate
 - Adopt some of the recommendations that have come out for entry points, protocol for how clients are assessed
 - Restructure how project is funded
 - Come up with clear vision (what we are doing today)
- Mike Manhard
 - Feedback on TA recommendations and where we are implementing them:
 - Called for interim planning team
 - Purpose
 - Receive and review recommendations, share recommendations with Minnesota stakeholders
 - Make decisions as needed
 - Collected surveys to identify what areas in the plan are understood, supported, and clear
 - Immediate priorities
 - Solve management/government issues and restructure the database
 - Local administrator responsibilities

- Create more clarity overall
 - Funding – reforms discussed will cost money
 - Next steps
 - Interim planning team has bi-weekly meeting scheduled
 - May have responsibilities for people to take on
- Cathy ten Broeke
 - State director, impact of new state plan to prevent and end homelessness
 - Interagency council on homelessness didn't have something to help make policy changes, so council was restructured
 - Plan developed – housing stability for all Minnesotans
 - Not focused on only long-term homelessness, but all homelessness
 - Strong level of accountability and structure
 - Webinar on Tuesday
 - Chaired by housing and services individuals
 - 12 areas
 - Not a big vision plan, but a very clear action plan of what state agencies will do over the next years – leads to stronger sense of ownership
 - Increasing housing opportunities, affordable housing, renting assistance, better use of existing resources, increasing access to main-stream resources, improving targeting of resources, improving access to quality data, etc.
 - Implementation structure is being developed now to move this forward

B. What We Heard Them Say

- Difficulty in funding
- Need to reorganize admin structure of system
- Opinion: we don't have enough feedback re: entire plan from individual agencies
- The importance of providers understanding the utility of the data
- Better use of data
- Decision making structure
- Funding other resources
- Balance state and local needs
- Representation for all
- Action!
- Re-structured to do and re-organize

C. What it means to us

- Moving forward with actions
- How do we break down the data to extrapolate so everyone can get it?
- Local authority of data usage – education!
- Shifting costs
- Data usage
- Efficiencies

D. Q & A

- Are we missing an opportunity to integrate data systems that DHS or other folks already have?
 - State plan calls to improve access to and quality of data, one way of doing so is by improving HMIS. HMIS is one of many tools available for data. Should improve HMIS with bigger vision that it should connect to other data systems, but if we start with that big vision it could be problematic
 - Should include discussion about integrating data systems
- Do all of the local plans to end homelessness coordinate with each other so they are all looking for the same things from a database?
 - The goals/themes are similar. How local regions are choosing to measure goals is different.
 - State plan was written with notion that it would support and uplift local plans
- How will the intermediary management entity improve the system, and why is this the right approach?
 - Results of assessment suggest that there is conflict and confusion around the efficiency of how the project is currently administered and managed. Meant to separate duties. Intermediary was identified specifically to address this deficiency
 - Clarity of roles
 - The intermediary can play the role of being an informed consumer. Can bridge what the state wants out of system to what the system administrator is saying is possible
- How do you incorporate functional feedback so recommendations are well informed? How will recommendations continue to inform decision-making?
 - Hoping for guidance in this.
 - Trying to vet everything and take recommendations that are still fairly broad and narrow them down into a model
- How does the work that we are doing and the work that the state planned takes into account COC's? What is the role between state process and local process?
 - First step for state with something that counties have a role in is to meet with counties/COCs.
- Is the state going to contribute money?
 - Many actions have a May 2014 deadline. This is because the council is meeting May 27th. Items that have this deadline are ones that we are hoping to get state funding from
 - HMIS cannot continue to be funded the way it is now. Hopefully in the future it will be more of a budget process
 - In order to get more money from more places, there needs to be clearer accountability for the decision making within the system
- How committed are we now to Bowman and Wilder?
 - Nothing suggests that Wilder is not the right system administrator
 - Wilder seems like they have a lot to contribute at the higher management level
 - Wilder should have an opinion
 - No entity should be expected to do everything, intermediary makes this easier
 - Continuum of care ultimately has decision making authority
 - Need multiple continuums of care to deal with governance decisions

E. Unanswered Questions

- What are effective examples of recommended HMIS structure?
- Is there a user on the IPT?
- How will the intermediary management help Wilder work more effectively?
- Why can't the governance structure perform this role?
- Can we have tribal government represented on the IPT?
- What can we learn from other implementations that have re-envisioned HMIS?
- Restructuring database – possible obstacles/disagreement? ALTS?
- Who can be that intermediary administrator if not the state?
- How will restructuring affect individual agencies?
- Will there be widespread buy-in?
- In-kind resources?
- How to re-do governance that embraces engagement and accountability across all stakeholders?
- What is the cause of management problems/how far into weeds do we need to go to make informed decisions?
- Who/how are key roles and responsibilities established?
- Cost/decisions – which comes first?
- How to incorporate functional feedback mechanisms?
- How to incorporate needs of various funders and variety among COC's? (Law vs. practicality?)
- How do others feel about interim planning group (IP) making recommendations and/or decisions?
- Do other groups need to vote? Weight in?
- How do we move forward with "lost" question?
- How can we get to an informed decision without getting in the weeds/details?
- How do we see Wilder involved in the process?
- Are we committed to Bowman/Wilder? If so, how do we make a decision?
- How do we evaluate negotiation?
- Are we entering correct data?
- Who "owns" HMIS? How can intermediary maintain statewide vision?
- How can we plan for a system to be responsive to next steps? (Data integration, state plan actions)
How do we simplify and create clear next steps to move this integrative vision?

X. Looking Forward – Stakeholder Perspectives

- **Providers**
 - Concerns
 - How to add a layer of governance and improve the system → increase accountability
 - How do providers have direct input into governance and systems
 - How will future changes affect those providers with non-COC contracts?
 - How will changes be implemented so providers don't bear unfair financial burden?
 - Because of
 - DVSA confidentiality providers are punished because data is incomplete
 - Training for HMIS users and coordinated assessors for DVSA
 - System needs to maintain flexibility for client exemptions
 - If ownership lies with a COC's:
 - How do we deal with inconsistencies among COC's?
 - What additional steps to engage providers/users?
 - What we will do
 - Cost/benefit analysis – if benefit outweighs cost, we will support financially
 - Willing to continue to engage in governance if opportunity is awarded
- **Wilder**
 - Concerns
 - Need more information and consensus
 - This group is our info system – we need info/consensus on what is needed
 - Role might become very large or non-existent with the recently published state plan
 - Concerned if role is huge, what will happen with funding, capacity, etc.
 - If role is nonexistent, less of something we have passion for
 - Want to see a continued vital role in this
 - Want to have stronger connections with state and local plans
 - Concerned about HMIS lead role – may or may not be best way to solve deficiency in management
 - More exploration (willing and open to change)
 - Database structure recommendations are a concern – the solution recommended may not be the only viable solution. Need more consensus on goal that is trying to be reached
 - Willing to test, explore, consult, work to ID best solution
 - Concern – raising a lot of expectations around funding. Don't have means to meet all these expectations. Adequately resourcing all of this is a concern.
 - Need more money, and to scope out costs
 - Willing to help scope costs based on consensus

- **System IT group**
 - Data sharing
 - Concern:
 - Current data Q lacks ability to easily and cheaply combine same client records
 - We want:
 - More open system
 - Logical system for dealing with data quality
 - Real-time data entry
 - Sooner than later – pilot
 - Invest:
 - Expertise
 - Time
 - Data integration
 - Want:
 - Data sharing happens first
 - Ability to track HHS across systems
 - Increased ability to see broader impact of interventions by seeking data from other systems (i.e. track R.A. with dept of Ed)
 - Develop framework for dealing with all tech/legal issues
 - Invest
 - Time/expertise
 - Provider/agency resources
 - Help ID cost/benefit
 - Data access/Data quality (point of entry)
 - Need:
 - System improvement vs. stability of data
 - Accurate timely data
 - Quality at data entry (crisis)
 - All generating reports need direct access to do this
 - Ability to run business intelligence reports access to tool
 - How is it indexed
 - Willing to invest:
 - Time/expertise
 - Willingness to share what we create
 - Ever changing data requirements
 - Usability

- **DHS**
 - Concern
 - State staff access to HMIS data
 - Want to happen:
 - Access so can match to DHS data and make provider reporting more streamlined
 - DHS involvement and invest people and resources, and accountability
 - Balance of responsibilities – COC to HUD with state legislature
 - Want to happen:
 - Consider needs of both
 - DHS fully participate in planning
 - Tribal perspective
 - Want to happen:
 - Avenue to bring tribal perspective to governing group
 - Solicit/facilitate a representative
 - No unified voice on funding across multiple users
 - Want to happen:
 - A unified voice on priorities, governing body/intermediary needs mechanism for setting priorities across interested parties
 - People and funding and help navigating DHS – create ways to leverage internal processes
 - State needs to be represented on governing body
 - Would like access to HMIS data
 - Would invest people and resources from our end
- **State/Fed agencies**
 - Concerns
 - Too much to achieve
 - Can we do it?
 - How to break into more achievable steps
 - Recognize it is “evolving process” and celebrate small progress while heading to ultimate goals
 - Buy in/keeping people in the process
 - Timeframe to accomplish goals
 - Willing to:
 - Give up “program reports” and promote “system performance” outcome
 - Open/flexible
 - Support and provide TA
 - Eliminate redundancy
 - Streamline funding/reporting and application process
 - Provide time, expertise, and resources to any “work” groups

- **Greater Minnesota**

- Concern

- Being able to run reports
 - Regional comparisons
 - COC/program level
 - Comprehensive training on the end user
 - End user to COC
 - Correctly record all homelessness
 - Make sure hidden data is captured
 - Different in rural areas
 - Make HMIS more friendly/affordable for smaller organizations
 - HMIS data needs to be easy enough to use to capture data in multiple places
 - Money for technology
 - Hire people who can talk about technology
 - There are a lack of resources in greater Minnesota
 - Shared IT
 - Connections and partnerships

- With an efficient plan:

- Willing to seek fundraising/partners
 - Willing to invest shared IT, connections and partnerships, the ability to bring a lot of engaged people to the table

- **Metro Planners**

- Already know

- Need COC aggregate data
 - Compliance with data quality closed – need open
 - Generating own reports
 - Can't do it now!
 - Cost attached to all reporting/need P.A.
 - Trying to comply with HUD and system (HMIS)
 - Community-wide data to evaluate and plan
 - Inability to generate local support because we don't have data

- How role would change with the state plan

- Local jurisdictions will need to provide data to state to meet plan goals
 - Demonstrate we have action plans at local level (FHPAP, COC) to meet goals
 - State may require integration between COC (local govt) and mainstream resources

- Findings and recs from team:

- How and who to fulfill implementation
 - Timelines – fast and furious
 - Provider buy-in all along process
 - Engaging communities/providers

- Things we want to see happen:

- Governance structure
 - Determine who COC coordinators (10)

- County reps in metro/greater MN
 - Data restructure
 - Implementation at COC, local govt and state funder level
 - How much are people willing to give up?
 - Time to learn/get education with HMIS
 - Seek additional \$
 - Action plan by summer 2014
 - Organizing to educate providers – 2-way street
 - Providers come to understand the benefits of what HMIS can do (NOT has done)
- Willing to bring
 - Providers to the table (state-wide vs. local only)

- **Observations**

- Don't expect HUD is going to change. Excited to hear state table is willing to change some things. Want to make it simple. Need help from funders to do it
- Agencies spend money on a system. Should shift resources around to support initiative
- More collaboration and more shared vision than expected
- Really have to get end users and providers at large to experience the utility of HMIS for what they do. This way it stops being a compliance issue, people don't feel they are wasting time because they see the payback/how important it is

XI. Visioning: ideal scenarios

A. Bright orange group

- Governing group made up of continuum of care and other funders
- Principles
 - Active participation from all the right people
 - Sufficient and broad resources
 - Priority to meeting local needs
 - Adaptive and flexible response
 - Collective buy in from end-users to state administrators
 - More effective and efficiently serve people experiencing homelessness
 - Ended chronic and vet homelessness
 - Improved access and services to people experiencing homelessness
 - Have clear and consistent data across state to tell the story to create needed change, public will, and increased resources
 - Prioritize to meet local needs
- How are COCs using info and technology
 - Less of admin process for providers. Reporting is activity of funder
 - Ensuring accountability
 - Enhance their operations
 - Uncover what is working now and using HMIS as a tool
 - System/tech usable for providers, COCs, grant managers for all programs (systems goals)
 - Use data to tell a story, is it working? Is our homeless response system working?
 - System supporting process → coordinated assessment
 - Systems/shared outcomes across spectrums
 - Evaluating clients consistently (apples to apples evaluation)
 - Providers have resources in the field
 - Field tech, quick, real time entry – easy to use, improves efficiency and outreach
- Governance and accountability
 - Being able to describe our work, tell our story, cost savings
 - Responsive and quick
 - Boards can make decisions and govern
 - Composition and roles well defined
 - COC responsibilities defined
- Gov. Group
 - Intermediary
 - Responsible for knowing HUD regs, state goals
 - Under state Heading Home
 - Oversees all HMS
 - All homelessness programs

B. Yellow group

- Got a great deal done in the last 6 years
- Meeting where possibilities were discussed
 - Key card that helps break down barriers so people can receive help with homelessness
 - Key card has all information people need to see what help they are eligible for
- Systems talk to each other
- Everything is in the same system so reports are very easy to create
- Data is easily accessible since all data is in the same system
- Everyone now understands data is needed to do jobs better, so it is no longer necessary to beg for funding
- Help people access their help as much as possible
 - Provide the right data and the right access at the right time
- Everything developed was person-centered
- Card helps workers develop supports for families more easily, so there is more time to develop relationships with families that are being helped
- Did many things to help people afford housing, such as:
 - Getting health care dollars towards housing
 - Expanding EITC
 - Raising minimum wage
- C.H.E.E.R.S.

C. Light orange group

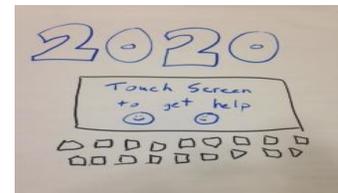
- HMIS has voice recognition software – give name and it will come up with your information
 - System helps find temporary and permanent housing/transportation solutions
- COC coordinators can effectively use this new system
- HMIS helps share info, provide info, etc.
- No more need for multiple surveys being sent out to providers
- Governing group of HMIS
 - People from multiple places, coordinators from different counties
- Governing principles
 - Data system is an effective tool that improves clients lives and informs community planning and performance
 - Open communication of community expectations
 - System-wide understanding of roles and responsibilities
 - Governance system as an entity is:
 - High-functioning
 - Self-sustaining
 - Quickly responding
 - Well respected
 - All inclusive

D. Dark green group

- HMIS has voice activated software, all information comes up when a person provides name/SSN
- System shows where there are housing openings
- Individuals have complete control over their data – can choose who sees it
- Coordinated assessment for all human service needs
- No one is ever homeless in community beyond a very short period of time – homelessness may be caused by a crisis, but it does not outlive the crisis
- Eliminated silos – so homelessness funds could go to things like mental health care that would also eliminate homelessness
- Homelessness is unbelievable and immediately triggers eligibility to help to end homelessness
- Data-driven decision making
- Boundaryless system – no geographic boundaries
- The COCs select the state of MN as the HMIS lead agency which in turn contracts with Wilder for system management, database is restructured to give COCs administrative level access, decisions made are collaborative/representative of stakeholders

E. Bright green group

- Today – invasive questions that do always not lead to help
- 2020 – worked on establishing governance for new system
 - Focus = homeless prevention
 - Homeless system(s) and mainstream system(s) aligned; protocols and triggers in place
 - Technology supports more “self-service” by clients
 - Empowered, well functioning group
 - COCs
 - Funding – contributors knew what they were getting and could see improvements
 - Connections between
 - What will governance look like?
 - Empowered, well functioning group
 - Large – all COCs + multiple state agencies +?
 - Small – representative set of COCs + MICH rep +?
 - Bring in experts as needed
 - What will funding look like?
 - Funding contributors know what they get for their investment
 - Clear ROI
 - Demonstrates improvements made as result of better data
 - What connections and relations to other systems will look like
 - Kiosk or mobile worker able to access necessary data to intervene appropriately and prevent homelessness
 - Accomplishments since 2014:
 - Got all shelters and outreach into the data system
 - Will have studied recidivism characteristics
 - Increased prevention services and increased supportive housing stock
 - One clear and accurate definition of homelessness

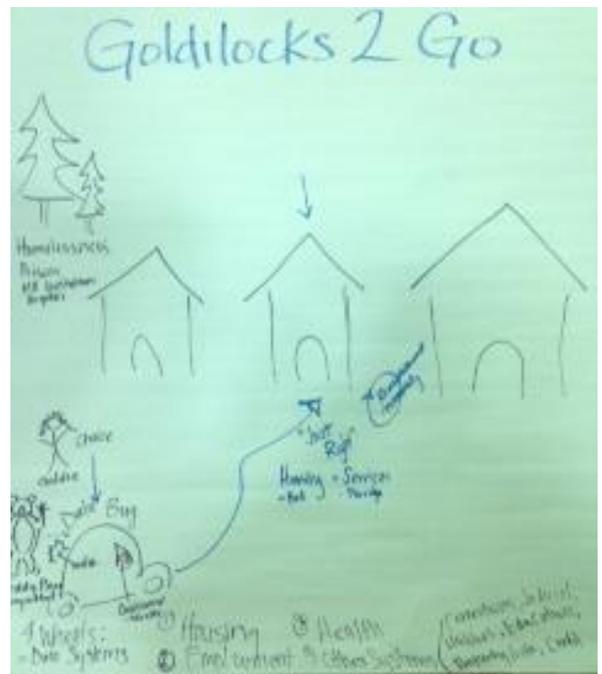


F. Blue group

- In 2014, who gets housing is comparable to musical chairs
 - There is no specialization for housing depending on case
- In 2020, help/housing is individualized by the person/situation
- New housing options are created when a demand is evident

G. Red group

- In 2020, realized there were many good ideas already present in 2014, and by going outside of the group they incorporated them into homeless management
 - Car to go – put smart cars throughout Twin Cities, people could use cars for a small fee
- Goldilocks to go – four wheels of data-bug is the data system
 - Puts us in right direction/right path the assist people
 - Goldilocks can get into vehicle and figure out what her housing options are
 - Puts in general info
 - Puts her on a path that is “just right” for her
 - Providers can look in to see if she is getting the right support
 - Systems in place to try and help Goldilocks before she is actually homeless



XII. Visioning – Common Themes

A. Common themes

- Systems that can communicate with each other
- Ease of use for clients
- Using data to determine the right service at the right time
- Getting rid of silos
- Forecasting problems, averting homelessness before it happens
- Combining resources
- Actually ending homelessness
- Flexible and responsive systems (both data system and homeless response system)
- Technology being integrated in a way that makes it easy for the people who use it
- Value of giving funders access to data
- Human service intake rather than just homelessness intake
- Fun to find solutions that work for everybody – nice to come up with solutions that would move system forward

B. Values/Guiding principles that seemed to emerge

- Focus on client choice
- Tailoring response to a person's situation
- Willingness to adapt and change
- System is inclusionary rather than exclusionary – whole realm of human services is aboard. Nobody should be excluded
- Ease of access
- Data and information are used to make decision rather than just respond to crisis
- Commitment to the vision, working hard to get it done

C. Project ideas/examples

- Data card
- General use of technology – smart phones, kiosks, etc. – makes it accessible and easy
- Funding built into the state budget
- Boundaryless systems
- Being rewarded for performance
- Coordinated assessment
- Real time data reporting
- Reports available immediately
- Focus on clients

XIII. Reflections

- To what extent do you feel you have learned something today? (4/5) What did you learn?
 - We all have common goals
 - There is still resistance in the room
 - Resistance is not as bad as expected
- How well do you think you got a start on developing the vision and plan?
 - Domestic violence, sexual assault, and trafficking - How do we incorporate everyone's perspective?
 - How do you pay for it?
- How much we want to share data between systems and how much we want to report well. Does the Bowman system do data sharing/reporting well anywhere?
 - Yes, in communities across the country. It is possible
- Common themes with sharing info, needing to know how technology works, etc. These common themes are exciting
- Coordinated assessment was a large part of everyone's future vision. It is integral
- So much positive energy in future vision presentations
- There is a great deal of forward thinking among the group

XIV. Priorities

- **Set up governing board - 37**
- **Pursue intermediary role (clarify) - 31**
- **Technology – 25**
 - **Develop a technology plan (5)**
 - **Restructure the database for broader needs (3)**
 - **Gain access for CoC's and funders to get reports (17)**
- **Develop a transition and communication plan - 22**
- Find funding - 8
- Coordinate the coordinated assessment – 7
- Streamline data requirements and reporting requests - 6
- Design a mechanism for stakeholder engagement and accountability - 1

XV. Closure

- Positives:
 - Engaged group
 - Consensus on vision
 - Progress on vision
 - Good agenda and time keeping
- Negatives:
 - Ambitious agenda
 - Huge scope
 - Some unresolved issues
- When I came in yesterday I was...
 - Hopeful
 - Apprehensive
 - Nervous
 - Frustrated
 - Wearing goggles
- Today I am...
 - Excited
 - Impressed
 - Hopeful/excited
 - More hopeful